

Message Text

LIMITED OFFICIAL USE

PAGE 01 TOKYO 09897 01 OF 05 020501Z
ACTION EA-12

INFO OCT-01 ISO-00 SS-15 SP-02 SIG-03 MMO-01 PM-05
INR-10 L-03 PA-01 A-01 ABF-01 PER-01 EB-08 OES-07
SNM-05 SSO-00 INRE-00 SY-05 SCS-06 /087 W
-----045068 020538Z /12
O 020115Z JUN 78
FM AMEMBASSY TOKYO
TO SECSTATE WASHDC IMMEDIATE 8397

LIMITED OFFICIAL USE SECTION 01 OF 5 TOKYO 9897

STADIS//////////

EO 11652 N/A
TAGS: OGEN
SUBJECT: FY 1980 GOALS, OBJECTIVES AND RESOURCE
MANAGEMENT (GORM) PROCESS

REF: TOKYO 8868

PART II

BACKGROUND

1. IN 1976, USING AMBASSADOR HODGSON'S AUTHORITY UNDER
MODE PROCEDURES AND WITH THE SUPPORT OF THE DEPARTMENT
AND THE EA BUREAU, THIS MISSION CARRIED OUT A DETAILED
STUDY AND EVALUATION OF THE ATTACHED AGENCIES, ASSESSING
THE QUESTION OF HOW THE AGENCIES' ACTIVITIES RELATED TO
THE MISSION'S APPROVED POLICY GOALS AND OBJECTIVES AS
WELL AS THE APPROPRIATENESS OF THEIR STAFFING TO THE
PERFORMANCE OF THOSE ACTIVITIES. THIS STUDY CONSUMED
LITERALLY HUNDREDS OF MAN HOURS OF SENIOR MANAGEMENT
TIME AT THE EMBASSY. ITS CONCLUSIONS AND RECOMMENDATIONS
WERE SUBMITTED TO THE DEPARTMENT BY TOKYO 1741,
LIMITED OFFICIAL USE

LIMITED OFFICIAL USE

PAGE 02 TOKYO 09897 01 OF 05 020501Z

FEBRUARY 5, 1976. THE DEPARTMENT THEN FORWARDED THE
CONCLUSIONS TO THE VARIOUS PARENT AGENCIES IN WASHINGTON
FOR COMMENT. WITH VERY FEW EXCEPTIONS, NONE OF THE
AGENCIES CONCURRED IN THE RECOMMENDATIONS. THE PROCESS
CAME TO A HALT AT THIS POINT, AND THERE WAS NO FURTHER
ACTION TAKEN IN THE DEPARTMENT. IN JULY 1977 AMBASSADOR
MANSFIELD WAS QUERIED REGARDING HIS EVALUATION OF STAFFING

LEVELS AT THE MISSION. BY TOKYO 10279 OF JULY 8, 1977, THE AMBASSADOR RESPONDED GENERALLY SUPPORTING AMBASSADOR HODGSON'S RECOMMENDATIONS OF THE PREVIOUS YEAR AND MAKING SOME ADDITIONAL AMPLIFYING COMMENTS REGARDING SPECIFIC ATTACHED AGENCIES. THE SAME REQUEST WAS REPEATED IN LESS RESTRICTED CHANNELS IN AUGUST 1977 AND THE AMBASSADOR CONFIRMED HIS PREVIOUS REPLY.

2. LATER IN 1977, EMBASSY TOKYO WAS INSPECTED. THE INSPECTORS MADE BROAD RECOMMENDATIONS WITH RESPECT TO MISSION PERSONNEL LEVELS, SUGGESTING THAT THE EMBASSY AND DEPARTMENT "UNDERTAKE A COMPREHENSIVE PROGRAM TO REDUCE MODE CEILINGS OF THE MISSION BY AT LEAST TEN PERCENT." THE EMBASSY RESPONDED THAT IT PREFERRED TO DEAL WITH THE QUESTION OF MODE CEILINGS IN THE CONTEXT OF THE GORM EXERCISE AND STATED THAT IT WAS NOT CONVINCED THAT THE ARBITRARY FIGURE OF TEN PERCENT WAS NECESSARILY THE CORRECT ONE.

PRELIMINARY COMMENTS

3. IN RESPONDING TO PART II OF THE GORM REQUEST, WE HAVE REVIEWED OUR PREVIOUS SUBMISSIONS WITH RESPECT TO PERSONNEL LEVELS AND WE FIND THEM STILL GENERALLY REPRESENTATIVE OF OUR VIEWS. ACCORDINGLY, WE HAVE NOT AGAIN EMBARKED ON THE KIND OF DETAILED STUDY WE UNDERTOOK LIMITED OFFICIAL USE

LIMITED OFFICIAL USE

PAGE 03 TOKYO 09897 01 OF 05 020501Z

IN 1976. INSTEAD WE ARE PROVIDING MORE ABBREVIATED COMMENTS WITH RESPECT TO EACH AGENCY WHICH AMPLIFY AND IN SOME CASES MODIFY SLIGHTLY OUR PREVIOUS POSITIONS.

4. THERE ARE, HOWEVER, SEVERAL IMPORTANT POINTS THAT WE BELIEVE MUST BE BORNE IN MIND. THE MISSION HAS CONSISTENTLY STRESSED THEM SINCE THE EXERCISE BEGAN ALMOST TWO YEARS AGO. THESE ARE:

A. THE MISSION DOES NOT ACCEPT THE CONTENTION THAT THE MISSION IS SIMPLY "TOO BIG." IN VIEW OF THE STEADY EXPANSION OF THE RANGE OF U.S. INTERESTS INVOLVED IN OUR RELATIONS WITH JAPAN OVER THE PAST DECADE, WE BELIEVE THAT CURRENT STAFFING OF BOTH STATE AND OTHER AGENCIES IS FAR FROM FAT. WE BELIEVE THAT ANY ADJUSTMENTS THAT ARE MADE SHOULD BE DIRECTED AT ELIMINATING PROGRAMS RATHER THAN DIGGING AWAY AT NUMBERS OF PERSONNEL IN INDIVIDUAL OFFICES.

B. NOT EVERY AGENCY IN TOKYO PERFORMS FUNCTIONS WHICH EVEN INDIRECTLY CONTRIBUTE TO A CURRENT NATIONAL POLICY OBJECTIVE AS DEFINED IN THE APPROVED GOALS AND OBJECTIVES

STATEMENT FOR JAPAN (STATE 295583) OR OTHER POLICY DOCUMENTS. THE PRESENCE OF SUCH OFFICES PRESUMABLY REFLECTS A DETERMINATION BY THE PARENT AGENCY AND CONCURRED IN BY STATE AT THE TIME OF ESTABLISHMENT THAT DIRECT REPRESENTATION IN JAPAN WAS USEFUL OR ESSENTIAL TO THE DISCHARGE OF THE AGENCY'S STATUTORY OR OTHER RESPONSIBILITIES. IN SOME CASES THE OVERSEAS PRESENCE OF OTHER AGENCIES HAS BEEN MANDATED BY THE CONGRESS. CERTAIN AGENCIES FULFILL BROAD REGIONAL RESPONSIBILITIES; THEIR PRESENCE IN JAPAN HAS RELATIVELY LITTLE TO DO WITH U.S. INTERESTS HERE. ALTHOUGH THE EMBASSY HAS ENDEAVORED WITH EACH OF THESE CASES TO ASSESS WHETHER THE FUNCTIONS

LIMITED OFFICIAL USE

NNN

LIMITED OFFICIAL USE

PAGE 01 TOKYO 09897 02 OF 05 020459Z
ACTION EA-12

INFO OCT-01 ISO-00 SS-15 SP-02 SIG-03 MMO-01 PM-05
INR-10 L-03 PA-01 A-01 ABF-01 PER-01 EB-08 OES-07
SNM-05 SSO-00 INRE-00 SY-05 SCS-06 /087 W
-----045053 020539Z /12

O 020115Z JUN 78
FM AMEMBASSY TOKYO
TO SECSTATE WASHDC IMMEDIATE 8398

LIMITED OFFICIAL USE SECTION 02 OF 5 TOKYO 9897

STADIS//////////

PERFORMED IN JAPAN CONTINUE TO BE OF IMPORTANCE TO THE OBJECTIVES AND RESPONSIBILITIES OF THE PARENT ORGANIZATIONS, THIS IS PATENTLY A DETERMINATION WHICH CAN ONLY BE MADE BY THE AGENCY CONCERNED. DISPUTES, IF ANY, CAN ONLY BE RESOLVED IN WASHINGTON. AS A PRACTICAL MATTER, IT IS VIRTUALLY IMPOSSIBLE BUREAUCRATICALLY FOR THE AMBASSADOR TO MAKE AN INFORMED DECISION AS TO WHETHER AN AGENCY WHOSE FUNCTIONS ARE TOTALLY UNRELATED TO HIS MISSION NEVERTHELESS PERFORMS AN ESSENTIAL ROLE FOR OTHER PARTS OF THE U.S. GOVERNMENT.

AGENCY EVALUATIONS AND RECOMMENDATIONS

AGRICULTURE

5. JAPAN IS THE MARKET FOR OVER \$4 BILLION OF U.S.

AGRICULTURAL OUTPUT. MAINTENANCE OF THAT MARKET THROUGH WELL-ORGANIZED MARKET PROMOTION EFFORTS IS A HIGH PRIORITY PART OF OUR OBJECTIVE OF EXPANDING U.S. EXPORTS TO JAPAN. IN ADDITION, JAPANESE GOVERNMENT POLICIES THAT PROTECT JAPANESE FARMERS FROM IMPORTS ARE A SIGNIFICANT BARRIER TO FURTHER U.S. SALES HERE AND A MAJOR IRRITANT TO GOOD LIMITED OFFICIAL USE

LIMITED OFFICIAL USE

PAGE 02 TOKYO 09897 02 OF 05 020459Z

OVERALL U.S.-JAPAN RELATIONS. THE WORKLOAD OF THE OFFICE OF THE AGRICULTURAL ATTACHE HAS INCREASED SIGNIFICANTLY OVER THE PAST YEAR.

6. AGRICULTURE'S PRIORITIES DOVETAIL WELL WITH THE GENERAL MISSION PRIORITIES. ITS OPERATIONS SUPPORT EFFECTIVELY MAJOR USG OBJECTIVES. WE DO NOT RECOMMEND ANY REDUCTION IN CURRENT STAFFING LEVELS.

AID

7. THE AID PROPERTY DISPOSAL OFFICE DOES NOT RELATE TO THE MISSION'S OBJECTIVES; IT SERVES THE INTERESTS OF OTHER POSTS IN AID-RECEIVING COUNTRIES AND ENABLES AID-WASHINGTON TO OBTAIN EQUIPMENT AT REDUCED COSTS.

8. ALTHOUGH THE OFFICE HAD BEEN SCHEDULED FOR CLOSURE LAST YEAR, BECAUSE OF THE URGENT REQUEST OF AID WASHINGTON AS WELL AS AID MISSIONS ELSEWHERE IN ASIA WE AGREED TO CONTINUE ITS OPERATION FOR ANOTHER YEAR. THE EMBASSY REVIEWED THE OFFICE'S ACTIVITIES AND DETERMINED THAT CONTINUATION IS JUSTIFIED FOR AT LEAST ONE MORE YEAR.

MARITIME ADMINISTRATION

9. MARAD'S ACTIVITIES IN JAPAN AND IN THE REGION FOR WHICH THE ATTACHE IS RESPONSIBLE ARE UNDOUBTEDLY IMPORTANT FOR FULFILLING THE MARITIME ADMINISTRATION'S STATUTORY RESPONSIBILITIES FOR OBTAINING COSTS AND TECHNICAL INFORMATION IN THE SHIPBUILDING FIELD AND DEVELOPING MANNING INFORMATION AND OPERATING COSTS IN THE SHIPPING SECTOR. THE ATTACHE DOES NOT AND IS NOT EXPECTED TO MAKE DIRECT CONTRIBUTIONS TO THE MISSION'S POLICY GOALS. LIMITED OFFICIAL USE

LIMITED OFFICIAL USE

PAGE 03 TOKYO 09897 02 OF 05 020459Z

THE INCUMBENT HAS BEEN VERY HELPFUL TO THE EXTENT HE HAS TIME IN ASSISTING IN REPORTING ON BOTH THE JAPANESE SHIPBUILDING AND SHIPPING INDUSTRIES SECTORS WHICH ARE

AT TIMES PARTICULARLY IMPORTANT IN U.S.-JAPAN ECONOMIC RELATIONS.

10. IN THE EXECUTION OF HIS RESPONSIBILITIES, THE ATTACHE'S DIRECT INTERVENTION WITH SHIPPERS, AMERICAN AND JAPANESE, (AND IN TAIWAN, HONG KONG, SINGAPORE) HAS RESULTED IN BOOKINGS OF MILLIONS OF DOLLARS (IN FREIGHT REVENUE) OF CARGO FOR CARRIAGE ABOARD AMERICAN FLAG VESSELS. WITHOUT THE ATTACHE'S PERSONAL INTERVENTION MOST, IF NOT ALL, OF THIS CARGO WOULD HAVE BEEN CARRIED ON FOREIGN FLAG VESSELS. IN ADDITION HE WORKS WITH HIS BROAD CONTACTS WITH SHIPBUILDING COMPANIES THROUGHOUT THE AREA TO DIRECT THEM TO U.S. SOURCES FOR PROCURING TOOLS AND OTHER EQUIPMENT IN THEIR OPERATIONS. THIS IS ONE OF THE CASES IN WHICH THE EMBASSY DOES NOT FEEL COMPETENT TO ASSESS THE IMPORTANCE OF THE MARAD OPERATION TO ITS PARENT AGENCY IN WASHINGTON. OUR PREVIOUS RECOMMENDATIONS FOR ELIMINATION WERE NOT SUPPORTED BY THE DEPARTMENT.

11. SO LONG AS THE RELEVANT U.S. LAW REMAINS IN FORCE, THE EMBASSY WOULD EXPECT THAT MARAD WOULD NEED TO HAVE REPRESENTATION HERE.

U.S. TRADE CENTER

12. THE TRADE CENTER IS LOOKED UPON AS AN INTEGRAL PART OF THE ECONOMIC-COMMERCIAL EFFORT OF THE MISSION. IT SERVES DIRECTLY THE IMPORTANT TRADE PROMOTION OBJECTIVE.

13. THE TRADE CENTER IS WELL ORGANIZED AND WELL MANAGED

LIMITED OFFICIAL USE

NNN

LIMITED OFFICIAL USE

PAGE 01 TOKYO 09897 03 OF 05 020458Z
ACTION EA-12

INFO OCT-01 ISO-00 SS-15 SP-02 SIG-03 MMO-01 PM-05
INR-10 L-03 PA-01 A-01 ABF-01 PER-01 EB-08 OES-07
SNM-05 SSO-00 INRE-00 SY-05 SCS-06 /087 W
-----045020 020540Z /12

O 020115Z JUN 78
FM AMEMBASSY TOKYO
TO SECSTATE WASHDC IMMEDIATE 8399

LIMITED OFFICIAL USE SECTION 03 OF 5 TOKYO 9897

STADIS//////////

AND PROVIDES A SUITABLE DEMONSTRATION OF OFFICIAL U.S. INTEREST IN SELLING U.S. PRODUCTS IN THE JAPANESE MARKET. IT THUS HELPS COUNTERACT THE CONTENTION THAT THE UNITED STATES DOES NOT WORK HARD ENOUGH TO SELL IN JAPAN AND THAT, THEREFORE, PART OF THE IMBALANCE IN TRADE BETWEEN THE TWO COUNTRIES IS THE FAULT OF THE UNITED STATES.

14. THE TRADE CENTER'S PRIORITIES FIT DIRECTLY WITH MISSION PRIORITIES AS AGREED BY BOTH WASHINGTON AND LOCAL AUTHORITIES. WE HAVE JUST ACCEPTED AN OFFER OF SOME FREE SPACE FOR THE TRADE CENTER IN A NEW JAPANESE "WORLD IMPORT MART." THIS WILL RESULT IN A SAVING OF SEVERAL MILLION DOLLARS OVER THE NEXT FIVE YEARS. WE HAVE RECENTLY RECOMMENDED IN ACCORDANCE WITH THE INSPECTORS' RECOMMENDATIONS THAT ONE AMERICAN POSITION AT THE TRADE CENTER BE TRANSFERRED TO THE EMBASSY ECONOMIC SECTION.

U.S. TRAVEL SERVICE

15. AS HAS BEEN REFLECTED IN VARIOUS EARLIER EMBASSY MODE SUBMISSIONS, THE EMBASSY HAS HAD AN CONTINUES TO LIMITED OFFICIAL USE

LIMITED OFFICIAL USE

PAGE 02 TOKYO 09897 03 OF 05 020458Z

HAVE SOME DOUBT AS TO THE CONTRIBUTION U.S. TRAVEL SERVICE IN FACT MAKES TOWARD THE MISSION'S ECONOMIC-COMMERCIAL GOALS. THE URGE OF JAPANESE TO TRAVEL AND THE POPULARITY OF THE UNITED STATES AS A DESTINATION IS WELL ESTABLISHED. IN ADDITION, THE CURRENTLY FAVORABLE EXCHANGE RATE IS A CONSIDERABLY MORE POWERFUL LURE FOR THE JAPANESE TRAVELER THAN DIRECT PROMOTIONAL ACTIVITIES ARE LIKELY TO BE. HOWEVER TO THE EXTENT THAT USTS' ACTIVITIES INDUCE TRAVEL TO THE U.S. THAT WOULD NOT OTHERWISE TAKE PLACE THEY SERVE THE IMPORTANT GOAL OF REDUCING THE U.S. BALANCE OF PAYMENTS DEFICIT WITH JAPAN, AN IMPORTANT MISSION OBJECTIVE. THE AGENCY IS CARRYING OUT THE LEGISLATED MANDATE OF CONGRESS TO CONDUCT AN AGGRESSIVE TOURISM DEVELOPMENT AND PROMOTION PROGRAM. FROM THE EMBASSY'S POINT OF VIEW, USTS ACTIVITIES HERE ARE MARGINAL AND WE CONTINUE TO BELIEVE EFFORTS AND FUNDS MIGHT BETTER BE DEPLOYED ELSEWHERE. HOWEVER, WASHINGTON AGENCIES ARE IN A BETTER POSITION TO MAKE THE ULTIMATE DETERMINATION.

DAO

16. IN THE ABSENCE OF A CHANGE IN TASKING OF THE DAO

BY WASHINGTON WE DO NOT AT PRESENT RECOMMEND CHANGES IN STAFFING LEVELS. AS WE HAVE POINTED OUT ELSEWHERE, DAO'S SUBSTANTIVE ROLE IS LIMITED BY THE LARGE U.S. MILITARY AND DIPLOMATIC PRESENCE IN JAPAN. WE HAVE THEREFORE ENCOURAGED DAO TO CONCENTRATE MORE EFFORT ON ANALYSIS OF THE THINKING OF KEY DEFENSE OFFICIALS.

MDO-J

17. MDO-J'S ACTIVITIES ARE ESSENTIAL TO THE MISSION'S FULFILLMENT OF HIGH PRIORITY GOALS. IT IS APPROPRIATELY LIMITED OFFICIAL USE

LIMITED OFFICIAL USE

PAGE 03 TOKYO 09897 03 OF 05 020458Z

STAFFED.

DEPARTMENT OF ENERGY, NATIONAL SCIENCE FOUNDATION, OFFICE OF NAVAL RESEARCH--SCIENCE CLUSTER

18. AS THE EMBASSY HAS STATED ON REPEATED OCCASIONS, WE BELIEVE THAT THE INTERESTS OF THE MISSION AND OF THE U.S. GOVERNMENT IN THE SCIENCE FIELD WOULD BE BETTER SERVED WERE THERE TO BE A CONSOLIDATION OF THESE OFFICES UNDER THE GENERAL COORDINATING AUTHORITY OF THE COUNSELOR FOR SCIENTIFIC AFFAIRS, A CONCEPT WHICH HAS ALSO BEEN ENDORSED BY THE FOREIGN SERVICE INSPECTORS. WHAT WE HAVE PROPOSED INFORMALLY HAS BEEN A RELATIVELY LOOSE ARRANGEMENT WHICH WOULD ALLOW FOR SOME POOLING OF RESOURCES AND SHARING OF COMMON ADMINISTRATIVE AND LOGISTICAL CHORES AS WELL AS GENERAL COORDINATION AND OVERSIGHT OF ACTIVITIES. IN THE PROCESS, WE BELIEVED THAT A CLOSER, MORE INTEGRATED APPROACH TO THE INCREASINGLY IMPORTANT SCIENTIFIC AND TECHNOLOGICAL SECTOR COULD BE ACHIEVED. TO DATE, THIS PROPOSAL HAS NOT BEEN SUPPORTED IN WASHINGTON.

19. IF THE CONSOLIDATION COULD BE EFFECTED WE CONTINUE TO BELIEVE IT WOULD BE USEFUL. IF NOT, OUR COMMENTS WITH RESPECT TO EACH AGENCY FOLLOW:

DEPARTMENT OF ENERGY

20. THE OFFICE IS CONSIDERED ESSENTIAL TO THE PROPER FUNCTIONING OF THE MISSION, SINCE THE U.S.-JAPAN ENERGY RELATIONSHIP IS OF UTMOST IMPORTANCE TO THE OVERALL POLITICAL AND ECONOMIC INTERACTION. IN PREVIOUS MODE REVIEWS, THE MISSION HAS IN FACT RECOMMENDED THAT THE

LIMITED OFFICIAL USE

NNN

LIMITED OFFICIAL USE

PAGE 01 TOKYO 09897 04 OF 05 020351Z
ACTION EA-12

INFO OCT-01 ISO-00 SS-15 SP-02 SIG-03 MMO-01 PM-05
INR-10 L-03 PA-01 A-01 ABF-01 PER-01 EB-08 OES-07
SNM-05 SSO-00 INRE-00 SY-05 SCS-06 /087 W
-----044154 020540Z /12

O 020115Z JUN 78
FM AMEMBASSY TOKYO
TO SECSTATE WASHDC IMMEDIATE 8400

LIMITED OFFICIAL USE SECTION 04 OF 05 TOKYO 09897

STADIS////////////////////////////////

DOE STAFFING IN TOKYO BE INCREASED BY ONE PROFESSIONAL,
TAKING INTO ACCOUNT THAT THE OFFICE HAS REGIONAL
RESPONSIBILITIES AND THAT NON-NUCLEAR ENERGY R&D IS
NOT BEING ADEQUATELY REPRESENTED. AN EVEN GREATER
WORKLOAD IS ANTICIPATED IN ENSUING YEARS BECAUSE OF THE
BROADER RESPONSIBILITIES OF THE DEPARTMENT OF ENERGY
COMPARED TO ITS PREDECESSOR AGENCIES.

NATIONAL SCIENCE FOUNDATION

21. THE NSF OFFICE IS HEADED BY AN AMERICAN PROFESSIONAL.
A SECOND PROFESSIONAL OFFICER IS SCHEDULED TO BE ADDED IN
FY 1978 TO PROVIDE ADDITIONAL REGIONAL COVERAGE FOR NSF
INTERESTS. SUPPORT IS PROVIDED BY THREE DIRECT-HIRE
FSL'S. THE SOLE IN-COUNTRY RESPONSIBILITY OF THE NSF
OFFICE IS TO ADMINISTER THE U.S.-JAPAN COOPERATIVE SCIENCE
AGREEMENT FOR THE NSF. THIS INVOLVES A HEAVY WORLOAD IN
ARRANGING FOR SCIENTIFIC EXCHANGES, SEMINARS, AND JOINT
PROJECTS. THE MISSION HAS QUESTIONED THE ADDITION OF A
SECOND PROFESSIONAL, SINCE HIS ACTIVITIES WILL NOT
CONTRIBUTE DIRECTLY TO THE MISSION'S IN-COUNTRY GOALS AND
OBJECTIVES. ON THE OTHER HAND, IF THE POSITION WERE ADDED
LIMITED OFFICIAL USE

LIMITED OFFICIAL USE

PAGE 02 TOKYO 09897 04 OF 05 020351Z

TO ANOTHER POST IN THE FAR EAST, IT WOULD BE NECESSARY FOR
NSF TO PROVIDE EXTRA STAFF SUPPORT IN THE FORM OF A
SECRETARY AND INTERPRETER. THEREFORE USG OVERALL
INTERESTS ARE PROBABLY BEST SERVED BY PERMITTING THE
ADDITIONAL POSITION TO BE LOCATED IN TOKYO.

22. THE ONLY ALTERNATIVE TO CONTINUING THE PRESENCE OF NSF IN TOKYO WOULD BE TO ABOLISH THE OFFICE, IN WHICH CASE THE SCIENCE COUNSELOR'S OFFICE WOULD HAVE TO ASSUME THE NSF WORKLOAD. THIS WOULD CONSTITUTE AN INTOLERABLE ADDITIONAL BURDEN ON AN OFFICE THAT IS ALREADY UNDERSTAFFED.

OFFICE OF NAVAL RESEARCH

23. ONR TOKYO REPRESENTS A MAJOR PROBLEM TO THE MISSION. IT HAS A NORMAL COMPLEMENT OF THREE SCIENTIFIC OFFICERS, AND AMERICAN ADMINISTRATIVE OFFICER, AND TWO DIRECT-HIRE FSL'S. ADDITIONAL SCIENTISTS ARE BROUGHT IN ON TDY. THE SCIENTISTS ARE ENGAGED PRIMARILY IN STUDYING THEIR TECHNICAL SPECIALTIES IN JAPAN AND DO NOT PARTICIPATE IN ADMINISTRATION OF BILATERAL AGREEMENTS OR IN TIMELY TECHNICAL REPORTING OF PRIORITY IMPORTANCE TO THE USG AS AN ENTITY. THE EMBASSY HAS RECOMMENDED IN PREVIOUS MODE REVIEWS, AND THE FS INSPECTORS LIKEWISE HAVE RECOMMENDED, THAT THE ONR OFFICE EITHER BE CLOSED OR THAT IT BE BROUGHT UNDER THE DIRECT SUPERVISION OF THE SCIENCE COUNSELOR AND MADE AN INTEGRAL PART OF THE MISSION, WHEREBY IT WOULD CONTRIBUTE TO THE POST'S HEAVY S&T WORKLOAD, ALONG WITH THE DOE AND NSF OFFICES. IF ONR HEADQUARTERS DOES NOT AGREE TO THIS CONSOLIDATION, THE EMBASSY RECOMMENDS THAT THE ONR TOKYO OFFICE BE ABOLISHED AND ITS FUNCTIONS PERFORMED BY PERSONNEL SENT TO JAPAN ON TDY.

LIMITED OFFICIAL USE

LIMITED OFFICIAL USE

PAGE 03 TOKYO 09897 04 OF 05 020351Z

FEDERAL AVIATION ADMINISTRATION--FLIGHT INSPECTION GROUP

24. THE FLIGHT INSPECTION GROUP PERFORMS SERVICES FOR THE U.S. MILITARY FORCES IN JAPAN AND FOR SEVERAL OTHER COUNTRIES IN THE REGION. THE SERVICES TO THE U.S. AIR FORCE ARE INCORPORATED IN A WORLDWIDE AGREEMENT. THEY DO NOT DIRECTLY SERVE MISSION OBJECTIVES EXCEPT TO THE EXTENT THAT THEY ARE ESSENTIAL TO THE MAINTENANCE OF U.S. FORCES IN JAPAN. THE SERVICES PROVIDED TO OTHER COUNTRIES HAVE NO RELATION TO THIS MISSION'S OBJECTIVES.

25. THE AGENCY'S PRIORITIES ARE BASED UPON AGREEMENTS WORKED OUT BETWEEN WASHINGTON HEADQUARTERS AND THE FUNCTIONS SERVED IN JAPAN AND ELSEWHERE BY FAA. THE EMBASSY HAS NO BASIS TO EVALUATE THEIR ESSENTIALITY TO USG WORLDWIDE OBJECTIVES.

FEDERAL AVIATION ADMINISTRATION INTERNATIONAL FIELD OFFICE

26. MOST OF THE ACTIVITIES OF THIS OFFICE BEAR LITTLE

RELATIONSHIP TO MISSION OBJECTIVES; THEY RELATE TO MAINTENANCE OF THE SAFETY AND RELIABILITY OF U.S. AIR CARRIERS. TO THE EXTENT THAT THE OFFICE DEMONSTRATES U.S. AVIATION EQUIPMENT IS SAFE AND RELIABLE, IT ENCOURAGES THE USE OF U.S. LINES AND EQUIPMENT THUS CONTRIBUTING TO THE REDUCTION OF THE BILATERAL CURRENT ACCOUNT SURPLUS.

27. THE AGENCY'S WORLDWIDE PRIORITIES ARE UNDOUBTEDLY IN THE U.S. NATIONAL INTEREST. TOKYO IS AN IMPORTANT CENTER FOR INTERNATIONAL AVIATION AND IT WOULD APPEAR THAT FAA REPRESENTATION IS REQUIRED HERE.

DRUG ENFORCEMENT ADMINISTRATION

28. ALTHOUGH TOKYO IS NOT A HUB OF NARCOTICS TRAFFIC, LIMITED OFFICIAL USE

LIMITED OFFICIAL USE

PAGE 04 TOKYO 09897 04 OF 05 020351Z

THERE IS NONETHELESS A CONTINUING AND PERHAPS GROWING DRUG PROBLEM IN THE AREA IN WHICH JAPAN PLAYS A SIGNIFICANT ROLE AS A TRANSSHIPMENT SITE AND AS A POSSIBLE CENTER OF ORGANIZED CRIMINAL ACTIVITY. THE SMALL STAFF IS FULLY OCCUPIED WITH INTELLIGENCE, LIAISON, AND ENFORCEMENT OPERATIONS. WE CONTINUE TO MONITOR ACTIVITIES TO SEE WHETHER THESE RESOURCES MIGHT BE MORE EFFICIENTLY DEPLOYED ELSEWHERE IN THE AREA, BUT DO NOT AT PRESENT RECOMMEND

LIMITED OFFICIAL USE

NNN

LIMITED OFFICIAL USE

PAGE 01 TOKYO 09897 05 OF 05 020357Z
ACTION EA-12

INFO OCT-01 ISO-00 SS-15 SP-02 SIG-03 MMO-01 PM-05
INR-10 L-03 PA-01 A-01 ABF-01 PER-01 EB-08 OES-07
SNM-05 SSO-00 INRE-00 SY-05 SCS-06 /087 W
-----044189 020541Z /12

O 020115Z JUN 78

FM AMEMBASSY TOKYO

TO SECSTATE WASHDC IMMEDIATE 8401

LIMITED OFFICIAL USE SECTION 05 OF 05 TOKYO 09897

STADIS//////////

ANY REDUCTION.

FEDERAL BUREAU OF INVESTIGATION (OFFICE OF LEGAL ATTACHE)

29. THIS OFFICE, ONE OF 14 FBI LIAISON OFFICES THROUGHOUT THE WORLD, HAS REGIONAL RESPONSIBILITIES FOR THE REPUBLIC OF CHINA AND FOR THE REPUBLIC OF KOREA AS WELL. THE EMBASSY CONTINUES TO QUESTION WHETHER IT IS NECESSARY TO MAINTAIN TWO OFFICERS AND TWO SECRETARIES HERE. HOWEVER, WE ARE NOT IN A POSITION TO EVALUATE THEIR REGIONAL IMPACT AND IMPORTANCE. THE OFFICE WAS WITHIN THE PAST SEVERAL MONTHS INSPECTED BY A WASHINGTON TEAM WHO EXPRESSED THE PARENT AGENCY'S SATISFACTION WITH OPERATIONS.

CUSTOMS

30. THE PRINCIPAL ACTIVITY OF THE CUSTOMS OFFICE IS THE CONDUCT OF EXTENSIVE TIME-CONSUMING INVESTIGATIONS OF CHARGES THAT JAPANESE EXPORTERS ARE DUMPING THEIR PRODUCTS ON THE U.S. MARKET. THIS FUNCTION SERVES THE U.S. OBJECTIVE OF PRESERVING A CIVILIZED WORLD TRADING SYSTEM WITH AGREED UPON RULES THAT ARE ENFORCED WITH FAIRNESS LIMITED OFFICIAL USE

LIMITED OFFICIAL USE

PAGE 02 TOKYO 09897 05 OF 05 020357Z

AND UNDERSTANDING. CUSTOMS' MISCELLANEOUS ACTIVITIES SUCH AS INVESTIGATIONS OF FRAUD AND ASSISTANCE TO EXPORTERS ARE LESS CLOSELY RELATED TO MISSION OBJECTIVES BUT HELP TO MAINTAIN AMICABLE RELATIONS.

31. MOST OF THE AGENCY'S PRIORITIES ARE RELATED TO STATUTORY REQUIREMENTS. THEY ARE CARRIED OUT WITH SKILL AND DIPLOMACY BY THE PRESENT STAFF AND THEREFORE DO NOT DISTURB OVERALL U.S.-JAPAN RELATIONS. THE OFFICE IS EFFICIENTLY OPERATED. WE RECOMMEND NO CHANGE.

INTERNAL REVENUE SERVICE

32. WE BELIEVE THE FUNCTION TO BE IMPORTANT AND USEFUL TO THE MISSION. THE LEVEL OF PERSONNEL IS APPROPRIATE BY POST STANDARDS. NO RECOMMENDATION FOR CHANGE.

FINANCIAL ATTACHE

33. THE FINANCIAL ATTACHE'S OFFICE FUNCTIONS AS AN INTEGRAL PART OF THE EMBASSY'S ECONOMIC-COMMERCIAL SECTION AND SERVES THE HIGH PRIORITY GOAL OF ENCOURAGING THE

GROWTH OF THE JAPANESE ECONOMY AND THE REDUCTION OF JAPAN'S CURRENT ACCOUNTS SURPLUS. THE OFFICE ALSO MAKES AN IMPORTANT CONTRIBUTION TO THE OBJECTIVE OF ENCOURAGING JAPAN'S FORTHCOMING PARTICIPATION IN MULTILATERAL ECONOMIC FORUMS.

34. THE AGENCY'S PRIORITIES ARE IDENTICAL WITH MISSION PRIORITIES. NO RECOMMENDATION FOR CHANGE, BUT SEE ALSO EMBASSY'S RESPONSE TO INSPECTORS' RECOMMENDATION.

LIMITED OFFICIAL USE

LIMITED OFFICIAL USE

PAGE 03 TOKYO 09897 05 OF 05 020357Z

ICA

35. THE EMBASSY'S COMMENTS IN TOKYO 1741, FEBRUARY 4, 1976 STILL OBTAIN. ICA HAS MONITORED ITS OWN SIZE OVER THE YEARS, EFFECTING STEADY PERSONNEL REDUCTIONS AND IMPROVING EFFICIENCY. THE FUNCTION IS AN ESSENTIAL ONE AND IS IN TOTAL SUPPORT OF MISSION GOALS. THE EMBASSY RELIES HEAVILY ON ICA SERVICES AND FACILITIES; IN TURN EMBASSY OFFICERS ARE CONSTANTLY LENDING TALENT AND OTHER SUPPORT TO ICA ACTIVITIES. NO CHANGE RECOMMENDED.

PART III

36. WE CONSIDER THE FOLLOWING ACTIVITIES TO FALL WITHIN THE TEN PERCENT OF U.S. GOVERNMENT ACTIVITIES LEAST IMPORTANT TO THE ATTAINMENT OF AGREED MISSION GOALS, OBJECTIVES AND ESSENTIAL ACTIVITIES:

UNITED STATES TRAVEL SERVICE
OFFICE OF NAVAL RESEARCH
AID FIELD OFFICE
NATIONAL SCIENCE FOUNDATION.
MANSFIELD

LIMITED OFFICIAL USE

NNN

Message Attributes

Automatic Decaptioning: Z
Capture Date: 01 jan 1994
Channel Indicators: n/a
Current Classification: UNCLASSIFIED
Concepts: n/a
Control Number: n/a
Copy: SINGLE
Draft Date: 02 jun 1978
Decaption Date: 20 Mar 2014
Decaption Note: 25 YEAR REVIEW
Disposition Action: RELEASED
Disposition Approved on Date:
Disposition Case Number: n/a
Disposition Comment: 25 YEAR REVIEW
Disposition Date: 20 Mar 2014
Disposition Event:
Disposition History: n/a
Disposition Reason:
Disposition Remarks:
Document Number: 1978TOKYO09897
Document Source: CORE
Document Unique ID: 00
Drafter: n/a
Enclosure: n/a
Executive Order: N/A
Errors: N/A
Expiration:
Film Number: D780230-0699
Format: TEL
From: TOKYO
Handling Restrictions:
Image Path:
ISecure: 1
Legacy Key: link1978/newtext/t197806100/aaaadifw.tel
Line Count: 641
Litigation Code IDs:
Litigation Codes:
Litigation History:
Locator: TEXT ON-LINE, ON MICROFILM
Message ID: 4b18077c-c288-dd11-92da-001cc4696bcc
Office: ACTION EA
Original Classification: LIMITED OFFICIAL USE
Original Handling Restrictions: STADIS
Original Previous Classification: n/a
Original Previous Handling Restrictions: n/a
Page Count: 12
Previous Channel Indicators: n/a
Previous Classification: LIMITED OFFICIAL USE
Previous Handling Restrictions: STADIS
Reference: 78 TOKYO 8868
Retention: 0
Review Action: RELEASED, APPROVED
Review Content Flags:
Review Date: 09 may 2005
Review Event:
Review Exemptions: n/a
Review Media Identifier:
Review Release Date: n/a
Review Release Event: n/a
Review Transfer Date:
Review Withdrawn Fields: n/a
SAS ID: 2136737
Secure: OPEN
Status: NATIVE
Subject: FY 1980 GOALS, OBJECTIVES AND RESOURCE MANAGEMENT (GORM) PROCESS
TAGS: OGEN
To: STATE
Type: TE
vdkgvwkey: odb://SAS/SAS.dbo.SAS_Docs/4b18077c-c288-dd11-92da-001cc4696bcc
Review Markings:
Sheryl P. Walter
Declassified/Released
US Department of State
EO Systematic Review
20 Mar 2014
Markings: Sheryl P. Walter Declassified/Released US Department of State EO Systematic Review 20 Mar 2014